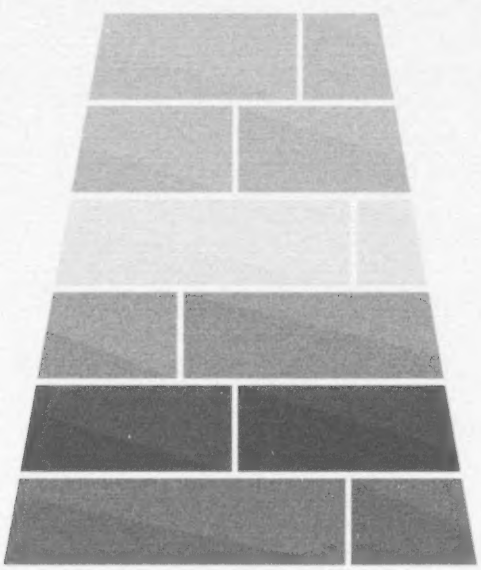
ELECTIONS SASKATCHEWAN

2014–2015 ANNUAL REPORT

PURSUING A NEW VISION



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PURSUING A NEW VISION – ELECTIONS SASKATCHEWAN 2014-2015 ANNUAL REPORT (V1.0)

July 29, 2015

The Honourable Dan D'Autremont
Speaker of the Legislative Assembly
129 Legislative Building
Regina, Saskatchewan S4S 0B3

Mr. Speaker:

Pursuant to Section 286.1 of *The Election Act, 1996*, I have the distinct privilege of presenting the Annual Report of the Office of the Electoral Officer (Elections Saskatchewan) to the Legislative Assembly of Saskatchewan.

This Annual Report highlights Office activities for the period April 1, 2014 through March 31, 2015.

Respectfully submitted,

Michael D. Boda, D. Phil. Ph.D.
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"Over the past year, in 2014-15, we have collectively rolled up our sleeves and got to work, beginning to deliver on the promises we have made while working closely with our electoral stakeholders across the province."

Dr. Michael Boda, Chief Electoral Officer

A MESSAGE FROM THE CHIEF ELECTORAL OFFICER

Dr. Michael Boda has been Chief Electoral Officer since June 1, 2012

Our tradition of democracy in Saskatchewan is essential to everything that we do. Having been raised in the province, I have a genuine understanding of how rich this tradition is and how it influences the way we engage with one another. Having worked on electoral issues around the world, from Ghana to Pakistan, Scotland to the United States, I also appreciate how important it is that we not take these traditions for granted.

Elections are just one part of shaping an effective democracy, but they are a central part. For democracy to continue to thrive in Saskatchewan, we need to embrace change within our election system—seeking a clear understanding of what we are trying to preserve, being intentional about the road map for moving forward, and then working hard to complete that plan.

The past year has been one of continuing to focus on these steps, beginning a process of realizing what we have planned carefully for as an institution over the past three years. Following my appointment as Chief Electoral Officer in 2012, I spent several months listening carefully to provincial electoral stakeholders—including elected officials, political party leaders, and members of the voting public. I asked them what Elections Saskatchewan needed to improve or change in order to serve the people of Saskatchewan more effectively. Through this critical consultation process, three essential tenets were identified: a need to professionalize Saskatchewan's election management body; to improve its delivery of electoral events; and to focus on its stewardship of Saskatchewan's democracy.

Building on this path for renewal, I initially focused on restructuring Elections Saskatchewan in 2012-13, recruiting and hiring our head office leadership team through merit-based competitions and establishing a team that could shape the institution's future. In 2013-14, our leadership team then laid the foundations for the conduct of independent, impartial, and professional election administration in the province. We considered carefully the values on which our work every day must be based, establishing a shared understand of what we stand for as election administrators in the province. We also determined our approach to facilitating the modernization of Saskatchewan's election system by developing a strategic plan—with goals, objectives, and performance measures—for the calendar years 2014 through 2016.

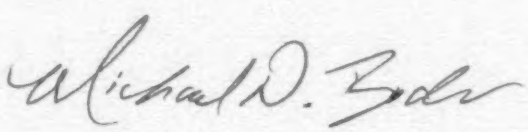
Over the past year, in 2014-15, we have collectively rolled up our sleeves and got to work, beginning to deliver on the promises we have made while working closely with our electoral stakeholders across the province. There have been many important developments during the year, but foundational to our work has been a genuine partnership between government and opposition political parties that have collaborated with my office to introduce 11 of 15 changes that had been recommended in my Chief Electoral Officer's assessment report[1] in 2013.

Perhaps the most historically significant among the changes adopted is the introduction of a permanent register of voters. Elections Saskatchewan is now working to leave behind the process of collecting names of every voter for each election—something that has been part of our electoral process since the beginning of our province. With the information sharing agreement signed with Elections Canada in September 2014, Elections Saskatchewan has begun a process that will generate a permanent voters list drawing on various sources of data, including the National Register of Voters managed by Elections Canada. In doing so, we will leave behind the need to enumerate the entire voting population for each general election and introduce significant efficiencies and cost savings in the years ahead.

I am also proud of the important steps we are taking toward making our electoral processes more accessible to all electors, including those with disabilities and senior citizens. Homebound voting will offer an entirely new avenue of voting for people who have a condition that makes it difficult for them to leave their homes to cast a ballot. Advance voting will be available to all electors, not just to those who have a legislatively defined need. And, for the first time, all electors will be allowed to deposit their own ballot into the ballot box.

The pages of this annual report offer a more comprehensive window on what Saskatchewan's election management body has achieved as our team seeks to establish strong institutional foundations that will allow it to conduct elections well into the 21st century while preparing to conduct the coming 28th General Election.

I am both proud of and grateful for the work of Elections Saskatchewan's leadership, both at head office and in the field. Every member of our team has an understanding of the vision and values of our institution and appreciates that that our values are to guide our work each day.



Michael D. Boda, D. Phil., Ph.D.
Chief Electoral Officer
Province of Saskatchewan

Regina, Saskatchewan
June 1, 2015

[1] Michael D. Boda, *Toward an Improved Legislative Framework for Elections Saskatchewan* (Regina: Elections Saskatchewan, December 2013).

ABOUT ELECTIONS SASKATCHEWAN

The many component parts involved in planning, organizing, and implementing elections in Saskatchewan are overseen by what is often described as an election management body (EMB).

Internationally, an EMB is defined as an independent, nonpartisan institution that is responsible for neutral election administration within a jurisdiction governed as a democracy. In Canada each province, territory, and the national jurisdiction has an EMB that impartially administers elections, upholds democratic electoral guarantees of the constitution, and conducts electoral events according to applicable electoral legislation.

Elections Saskatchewan fulfills this mandate for our province, serving as secretariat to the statutory Office of the Chief Electoral Officer. Elections Saskatchewan has a leadership team based at its head office in Regina and dispersed across the province's 61 newly defined constituencies that will each elect a Member of the Legislative Assembly in the upcoming 28th General Election.

In the months leading to a general election, Saskatchewan's electoral service grows during an enumeration and within the election period to include about 10,000 provincial residents from all walks of life, each serving provincial voters in administering an event that is fundamental to sustaining Saskatchewan's democratic traditions.

Elections Saskatchewan has placed considerable emphasis on modernizing its organizational structure, defining appropriate roles and responsibilities within the institution, hiring the members of its newly structured leadership team, and allowing new team members time to understand their functions and the overall work of the institution.

VALUES

When creating the institution's strategic plan, Elections Saskatchewan's leadership team reflected on the values that are espoused by practitioners of election administration across Canada and around the world. In doing so, six core values were identified:

- Independence
- Impartiality
- Professionalism
- Accountability
- Innovation
- Service Orientation

These values have remained at the foundation of every activity conducted by the institution in 2014-15, guiding the actions and decisions of all staff members. They are values widely shared by election administrators and are defining elements of a modern election management body.

STAKEHOLDERS

Elections Saskatchewan has a tremendously broad and diverse base of stakeholders who it affects and by whom it is affected. These include:

- Voters and prospective voters;
- Registered political parties (including their chief official agents and leadership contestants) and their constituency associations;
- Unregistered political parties and advocacy groups;
- Candidates for election (and their business managers);
- Elected Members of the Legislative Assembly of Saskatchewan;
- Members of the Legislature's Board of Internal Economy;
- Seniors' groups and groups representing people with disabilities;
- Returning officers and election clerks;
- Enumerators, election officials, and other election support workers;
- Media representatives, reporters, columnists, bloggers, and contributors;
- Urban and rural municipal election officials;
- Academic researchers and analysts; and
- Electoral boundary commissions and their technical support staff.

Addressing the needs and concerns of these stakeholders is critical to the success of Saskatchewan's election management body and central to the institution's focus on service. Over the course of the current and subsequent electoral cycles, Elections Saskatchewan will continue consulting with these stakeholders to assess how well the institution is meeting their needs. Elections Saskatchewan is committed to identifying clear opportunities for improvement and modernization of its services.

RESPONSIBILITIES

The Head Office Leadership Team

The Chief Electoral Officer (CEO) is an independent officer of the Saskatchewan Legislative Assembly. As head of Elections Saskatchewan, the CEO ensures the fair and equitable conduct of operational, administrative, and financial electoral practices. The CEO is assisted in these legislated responsibilities by a head office leadership team.

Elections Saskatchewan's Management Team

Elections Saskatchewan's primary responsibility is to maintain a state of provincial election readiness. To that end, Elections Saskatchewan must appoint and train requisite numbers of constituency returning officers and election officials to ensure electoral preparedness throughout each government's mandate, and to be fully ready for scheduled general elections.

The Election Act, 1996 (the Election Act) places a duty on the CEO to assist registered political parties, candidates, chief official agents, and business managers to ensure the Election Act's financial transparency and disclosure goals are met. Elections Saskatchewan publishes guides for chief official agents and business managers to help them fulfill their administrative and financial reporting responsibilities, compile requisite support documentation, and ensure annual financial disclosures are undertaken in accordance with the Election Act and *The Political Contributions Tax Credit Act, 2001 (Saskatchewan)*.

Where applicable, Elections Saskatchewan is responsible for assessing and reimbursing election expenses paid from the province's General Revenue Fund. Elections Saskatchewan has established a financial review system to certify public reimbursement of election expenses through the examination and audit of registered political parties' and candidates' expense returns and requisite disclosure documentation. To promote transparency, expense return details are tabled in the Legislative Assembly.

Elections Saskatchewan is also responsible for investigating offences under the Election Act. While the Election Act is regulatory rather than criminal, the role of Elections Saskatchewan is to inspect, investigate, and inquire about instances where contravention of the Election Act is suspected or alleged, as deemed necessary by the CEO. Since this responsibility is a matter of considerable discretion and is often initiated by complaints filed by interested parties, it is incumbent upon Elections Saskatchewan to consider whether any specific situation has abrogated the overall purpose, policy rationale, and/or legislative intent of the province's electoral legislation.

To ensure political stakeholders and the public are aware of important aspects of its mandate, Elections Saskatchewan maintains an outreach program that responds to public enquiries and liaises with registered political parties, candidates, and their chief official agents and business managers.

The CEO reports annually to the Legislative Assembly, via submission of a written report that is tabled by the Speaker, on matters related to administering the Election Act. In addition to such annual reporting, the CEO also prepares and tables reports in the Legislative Assembly on all electoral events. Provincial election results are published in the *Statement of Votes* (Volume 1) and its complement, the *Report of the Chief Electoral Officer: Campaign Contributions and Expenditures* (Volume II). Administrative and financial reporting of constituency by-elections is encapsulated in individual statement of by-election reports.

The environment within which Elections Saskatchewan is accountable is unique and complex due to the potential uncertainty of the provincial electoral cycle, the decentralized nature of election administration requiring a very large temporary workforce, and the interaction among registered political parties, candidates, and the electorate. The integration of this decentralized process among the province's political stakeholders rests with Elections Saskatchewan and its centralized administration and impartial application of the Election Act.

The Field Leadership Team

While central electoral administration is the responsibility of Elections Saskatchewan's head office leadership team, regional and constituency-level conduct of electoral events is the responsibility of the field leadership team.

Elections Saskatchewan's Field Leadership Team

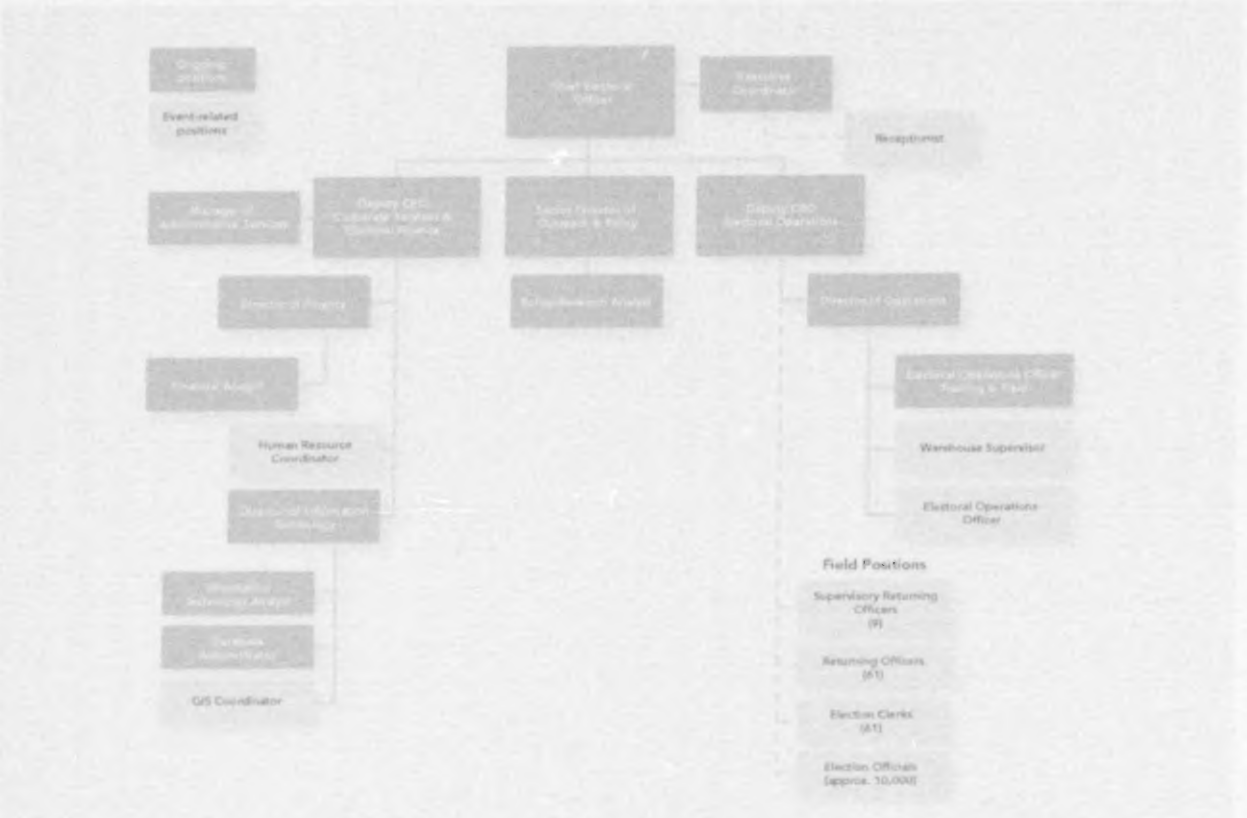
Supervisory returning officers (SROs), each representing a different geographic zone of the province comprising six or seven constituencies, are responsible for assisting the returning officers within those constituencies perform their duties. SROs receive their direction from Elections Saskatchewan, act as a liaison between Elections Saskatchewan head office and the constituency returning officers, and ensure electoral events are administered and conducted to a consistently high standard across the province.

An important part of maintaining election readiness is having constituency returning officers for all of the province's 61 constituencies. The CEO appoints constituency returning officers. Notices of all such appointments (or cancellations) are published in *The Saskatchewan Gazette*. Returning officer vacancies are filled through independent merit-based competitions.

As representatives of Elections Saskatchewan, each constituency returning officer is entrusted with upholding the neutrality of the province's decentralized electoral process within their constituency and is responsible for the administration, conduct, and reporting of electoral proceedings for general or by-elections, referendums, and plebiscites.

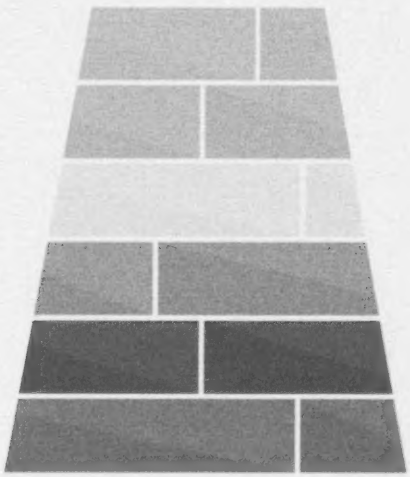
ORGANIZATIONAL CHART

Elections Saskatchewan (2014-15)



PURSUING
A NEW VISION

PURSUING A NEW VISION



David Hamilton's review[2] of the organizational structure and operational environment of the Office of the Chief Electoral Officer in 2009 led to the appointment on June 1, 2012, of a new Chief Electoral Officer for the province, Dr. Michael Boda.

In his first written submission to the Legislative Assembly, Dr. Boda outlined "a path for renewal"[3] — the path by which the Office of the Chief Electoral Officer would alter its management approach, restructure staffing, and evolve the institution's operation to be consistent with electoral best practice in Canada and in leading democratic jurisdictions around the world.

In the months that followed, through merit-based competitions, Dr. Boda recruited and hired the members of his leadership team—persons willing and able to bring about the changes required to modernize Saskatchewan's election delivery system. During the 2013-14 fiscal year, this team reflected on what Elections Saskatchewan needs to stand for as an institution, committed to a set of core values, and based on those core values created a strategic plan for the years 2014 through 2016—the remainder of Saskatchewan's current four-year electoral cycle.

Throughout the 2014-15 fiscal year, Dr. Boda and his team pursued the vision, values, and goals outlined in that strategic plan.

[2] David M. Hamilton, *The Recount: Report of the Review of the Operational Environment and Accountabilities of the Office of the Chief Electoral Officer for Saskatchewan* (The Hamilton Report) (Regina: March 2009).
[3] Michael D. Boda, *Election Administration in Saskatchewan: "A Path for Renewal"* (Estimates for Fiscal Year 2013-2014) (Regina: Elections Saskatchewan, 2013).

ATTRACTING AND RETAINING A PERFORMANCE-FOCUSED TEAM

Strategic Goal #1: Attract and retain a competent, inclusive, and performance-focused Elections Saskatchewan team.

In the 2013-14 fiscal year, the Chief Electoral Officer focused on addressing Mr. Hamilton's recommendations to overhaul Elections Saskatchewan's structure and increase the number of full-time core staff. For the head office leadership team, he recruited and hired people with the knowledge, skills, experience, and leadership qualities needed to build, institute, and sustain a modern electoral process. Elections Saskatchewan's head office leadership team began recruiting and hiring the people who will truly deliver Saskatchewan's 28th General Election—the 61 returning officers, 61 election clerks, and nine supervisory returning officers who make up Elections Saskatchewan's field leadership team.

In the 2014-15 fiscal year, while continuing to recruit and hire personnel for the remaining positions on its field leadership team, the institution turned its attention to developing the capacity of Elections Saskatchewan's head office and field leadership teams to maintain public trust in the professional delivery of provincial electoral events.

Field Team Orientation and Training Sessions

As of March 31, 2015, 58 returning officers, 54 election clerks, and the nine supervisory returning officers were hired—all through a competitive, merit-based process.

Elections Saskatchewan developed a comprehensive orientation and training program for its returning officers and election clerks. These members of the field leadership team participated and will continue to participate in a series of structured training sessions scheduled at regular intervals right up until the general election is called.

Elections Saskatchewan field staff participating in one of four training sessions in 2014-15

The institution developed three training components for the members of the field leadership team to use when they recruit, hire, and train elections staff for their constituencies. The first component is oriented to providing recruitment and training of target enumerators for the enumeration taking place between June and September 2015. A second program component focuses on hiring and training the core returning office support staff who will assist them in their administrative oversight throughout the pending election period. The third component focuses on recruitment processes and the various training curricula to use with the temporary workforce of approximately 10,000 event staff that will be required to administer advance voting and election day voting throughout the province during the 28th provincial general election.

The 2015 Conference of Saskatchewan Election Officials focused on Elections Saskatchewan's role of serving voters, political parties, and candidates.

Conference of Saskatchewan Election Officials

On April 15, 2015, Elections Saskatchewan's field leadership team gathered in Saskatoon at the 2015 Conference of Saskatchewan Election Officials. (Although the conference took place early in the 2015-16 fiscal year, the planning and preparation was completed in the 2014-15 fiscal year.)

The conference focused on the institution's role of serving voters, political parties, and candidates. Returning officers and election clerks from Saskatchewan's 61 constituencies and the nine supervisory returning officers were trained on the many responsibilities they will oversee during the election—hiring election day workers and enumerators, securing polling locations, printing ballots, and much more. They also heard from experts in election management and community engagement from across Canada. Rennie Molnar, Elections Canada's former Deputy Chief Electoral Officer of Electoral Events, and Richard Temporale, Elections Nova Scotia's Chief Electoral Officer, spoke about their personal experiences in electoral administration and offered valuable advice to the returning officers and election clerks in preparing for election day.

"The 28th General Election will be the largest event ever in the history of Saskatchewan, requiring 10,000 workers on election day," said Dr. Michael Boda, Saskatchewan's Chief Electoral Officer. "We have a goal of making it the best provincial election ever, and that means delivering this event in a manner that is consistent with our election law and with the policies and procedures that Elections Saskatchewan uses to reinforce that legislation."

This year's Conference of Saskatchewan Election Officials focused on serving voters, political parties and candidates.

At the conference, Dr. Boda also presented The Chief Electoral Officer's Lifetime Service Award to Josephine Taylor. This honour is bestowed upon returning officers or election clerks who have made a substantial contribution to the health of Saskatchewan's democracy through their service to the provincial electoral process.

Ms. Taylor had worked as both an election clerk and returning officer in Lloydminster since 2003; she served as returning officer for the November 2014 Lloydminster constituency by-election.

BUILDING INSTITUTIONAL CAPACITY

Strategic Goal #2: Continuously improve electoral management and build institutional capacity through disciplined planning and applied best practice.

Elections Saskatchewan is committed to continuous improvement and finding ways of making electoral management more efficient. It aims aim to build the capacity for effective electoral management through an approach grounded in disciplined planning and applied best practice.

New Policy Framework

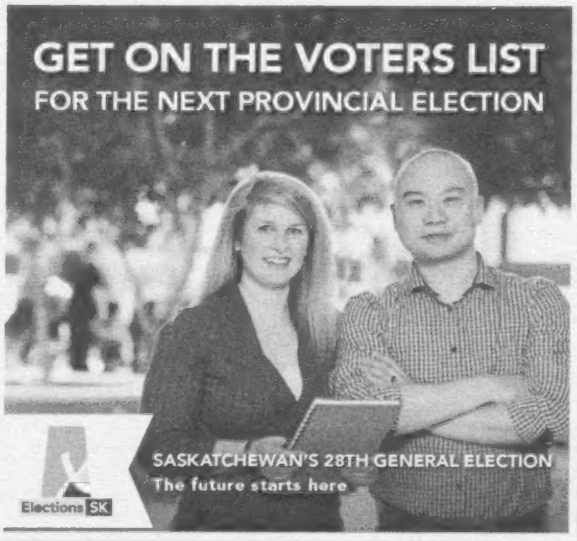
In the 2014-15 fiscal year, Elections Saskatchewan established a policy framework and core set of management policies related to specific issues associated with electoral management to guide not only individual staff members, but various stakeholders and the election management body as a whole. This framework underpins Elections Saskatchewan's evolution into a planning organization.

Policies were communicated, explained, and made accessible to all head office and field leadership team members and, where necessary, to specific stakeholders and stakeholder groups.

Event Plans for Enumeration and General Election

When the province entered the one-year pre-election window midway through the 2014-15 fiscal year, Elections Saskatchewan moved to integrate various projects that focused on meeting event delivery goals. The institution has developed event plans for enumeration and the general election—with deliverables for the time period before writs are issued, during the writ period, and following the return of writs.

Elections Saskatchewan's head office and field leadership teams are working together to ensure the major responsibilities for head office and field management positions are mutually understood and each essential activity is appropriately scheduled and tracked.


GET ON THE VOTERS LIST
FOR THE NEXT PROVINCIAL ELECTION
SASKATCHEWAN'S 28TH GENERAL ELECTION
The future starts here
Elections SK

29 projects to deliver the next general election were underway in 2014-15, including voter registration.

Head Office Relocation

After more than two decades in the same location, Elections Saskatchewan's head office was relocated on November 21, 2014, from 1702 Park Street to 3303 Hillsdale Street in Regina. During an assessment that began in 2012, it became increasingly clear that the current facilities for Saskatchewan's election management body were no longer capable of delivering a modern election.

Not only were these facilities unable to house the team members necessary to fulfill the growth encouraged by the Legislative Assembly in response to the Hamilton Report of 2009, they also lacked the warehouse space required to assemble an election for a province the size of Saskatchewan.

With newly refurbished office space at 3303 Hillsdale combined with increased warehouse space located at 1731A Francis Street in Regina, Elections Saskatchewan can now properly prepare and implement the province's 28th General Election, currently scheduled for November 2, 2015.

The Elections Saskatchewan head office was relocated from 1702 Park Street to 3303 Hillsdale Street in Regina.

Evaluative Activities, Surveys, and Audits

Elections Saskatchewan has developed a plan for the evaluative activities, surveys, and audits that must be conducted before, during, and after the election. These evaluations, surveys, and audits will be used to compile a quantitative and qualitative baseline of assessments regarding service levels, procedural compliance, voter participation, organizational performance, and stakeholder satisfaction.

Conducting the Lloydminster By-Election

Elections Saskatchewan planned, organized, and conducted a by-election in the constituency of Lloydminster on November 13, 2014. It was the first by-election in the province since October 18, 2010.

Colleen Young of the Saskatchewan Party was elected to replace Tim McMillan, who resigned in September.

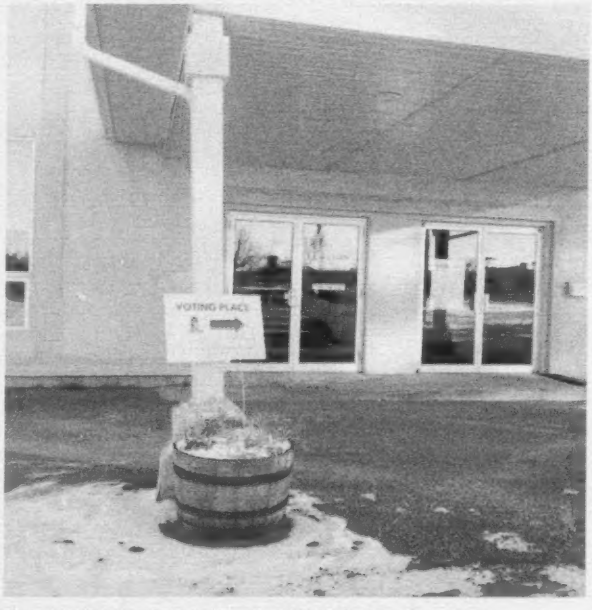
In summary:

- The by-election was called on October 16, 2014.
- Door-to-door enumeration began on October 17, 2014.
- More than 100 Saskatchewan residents were hired as election officials in roles such as enumerators, poll clerks, and deputy returning officers.
- Five candidates were officially nominated.
- 2,806 votes were cast either at one of 40 polling stations in 17 locations across the constituency of Lloydminster, or at one of three advance polls, one mobile poll, one hospital poll, or by mailing in an absentee ballot.
- Elections Saskatchewan created a by-election results website (results.elections.sk.ca/) and used it to report election results, providing updates every 30 seconds. (This website will also be used during the 28th General Election.)
- The by-election writ was returned to the Chief Electoral Officer on December 6, 2014.

Recruiting election workers proved to be a significant challenge during the by-election. Several factors contributed to this challenge, all of which will be described in the Chief Electoral Officer's report to the Speaker of the Legislative Assembly per subsection 7(6) of *The Election Act, 1996*.

Elections Saskatchewan is using lessons learned from the by-election to review and improve its election processes. A by-election debrief session was held with the constituency returning office staff on December 15, 2014, and another with all of Saskatchewan's registered political parties on January 14, 2015.

The official by-election statement of votes report will be released in fall 2015.



There were 17 voting places on November 13, 2014 for the constituency of Lloydminster by-election.

FACILITATING MODERNIZATION OF ELECTORAL LEGISLATION

Strategic Goal #3: Facilitate the modernization of Saskatchewan's electoral legislative framework.

Saskatchewan's electoral legislative framework guides every aspect of provincial electoral process. Following an evaluation that began in 2012, it has become increasingly clear to Elections Saskatchewan that the province's electoral legislation does not fully reflect societal expectations or current best practice when compared against other jurisdictions in Canada and around the world.

In 2012, working closely with Saskatchewan's legislators, Elections Saskatchewan made a commitment to facilitate a modernization of the province's electoral legislative framework.

Saskatchewan's Electoral Legislation Amendments

In December 2013, the Chief Electoral Officer released an assessment report on Saskatchewan's electoral legislation: *Toward an Improved Legislative Framework for Elections in Saskatchewan – Step One: Recommended Amendments for Saskatchewan's 28th General Election.* In this report, 15 legislative amendments were offered in order to modernize Saskatchewan's electoral process.

In May 2014, the Government of Saskatchewan announced electoral legislation amendments that addressed 11 of the Chief Electoral Officer's 15 recommendations. With their proclamation into law on December 8, 2014, these amendments will be in effect for the province's 28th General Election.

The amendments will:

1. Facilitate greater access for disabled voters through homebound voting;
2. Introduce a permanent register of voters;
3. Streamline advance voting;
4. Streamline registration at voting locations;
5. Permit a voter to deposit their own ballot;
6. Facilitate absentee voting for remote areas;
7. Ban the use (not possession) of cameras/phones in voting locations;
8. Increase flexibility in hiring election officers;
9. Remove the Chief Electoral Officer's duty to transport candidate scrutineers;
10. Establish term limits for returning officers; and
11. Appoint election clerks on the same basis as returning officers, i.e., allow the Chief Electoral Officer to hire election officers using the same competitive, merit-based process used to hire returning officers.

In addition to these reforms, Saskatchewan became the first jurisdiction in Canada to provide special residence recognition to voters serving in the Canadian Armed Forces. Active members of the Canadian Armed Forces from this province will retain their residency while serving elsewhere; members coming to the province to serve here will immediately be able to vote in provincial elections.

The changes reflected in this Act—including the 11 recommendations put forward by the Chief Electoral Officer—are the result of genuine collaboration between Saskatchewan's legislators and Saskatchewan's election management body. Elections Saskatchewan has been pleased to work closely with legislators in both government and opposition to determine ways by which barriers facing voters can be reduced effectively.

When these amendments were announced in May 2014, Elections Saskatchewan began the extensive detailed work involved with implementing them. On September 8, 2014, the Chief Electoral Officer signed a historic agreement with Elections Canada as the first step to building the province's new permanent register of voters. This permanent register will be used to generate voters lists for the 29th General Election, currently scheduled for 2019.

Elections Saskatchewan is also on track to offer homebound voting in 28th General Election.

Working Toward Further Electoral Legislative Reform

Elections Saskatchewan continues to lay a foundation for more comprehensive changes to Saskatchewan's electoral legislation—changes that will take longer to implement than the time available before the writs of election must be issued for the 28th General Election. The institution has developed a plan for expert input, meaningful stakeholder engagement, and a public consultation process for the post-election (2016-17) development of further recommendations for modernizing Saskatchewan's election law. The plan also envisions providing support for the Legislative Assembly's informed review of those recommendations.

LEVERAGING TECHNOLOGY

Strategic Goal #4: Innovate and improve services by leveraging technology.

While casting a ballot has remained a paper-based, manual procedure in most Canadian elections, technology is playing an ever-expanding role in the planning, preparations, and delivery of electoral events. Elections Saskatchewan's goal is to introduce new information technology whenever it has a reasonable expectation that it will drive down costs, increase quality, and improve the delivery of electoral events over the course of an electoral cycle.

"Elections Saskatchewan's goal is to introduce new information technology whenever it has a reasonable expectation that this will drive down costs, increase quality, and improve the delivery of electoral events over the course of an electoral cycle."

In the 2013-14 fiscal year, the institution built a robust and dependable computing infrastructure to support election administration at its head office and ensured reliable information exchange was available to the field leadership team across the province in the 61 new constituencies. Elections Saskatchewan also purchased the hardware and applications that head office would need though the 28th General Election, upgraded the telecommunications infrastructure to reliably communicate with field offices when they are established, and piloted equipment and software that will be used by field office personnel during the upcoming 28th General Election.

Throughout the 2014-15 fiscal year, the institution continued to innovate and find new efficiencies through technology.

Team Collaboration, Document Management, and Tracking Tools

Looking to enhance operational efficiencies during the coming pre-election, election, and post-election periods, Elections Saskatchewan's head office and field leadership staff increased their use of office automation technology—primarily Microsoft's Office 365 and SharePoint for team collaboration and document management.

The institution continues to make progress on implementing a Customer Relationship Management (CRM) system for tracking issues related to field management, recording public enquiries and complaints, handling media requests, and ensuring procedural compliance with political finance requirements.

Saskatchewan's Election Management System

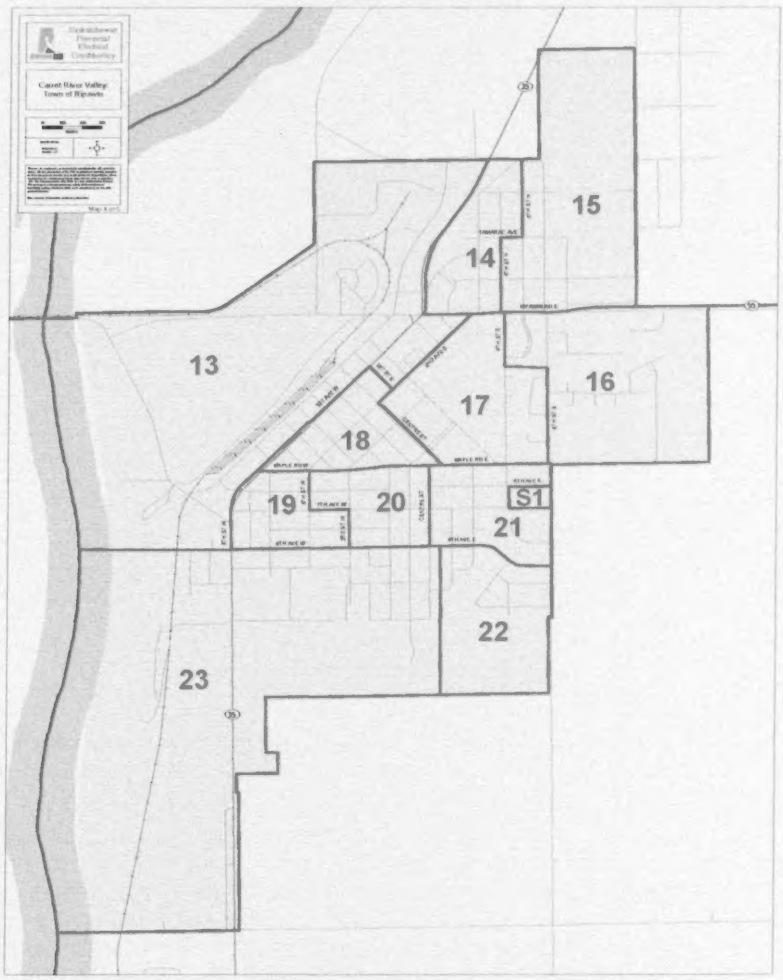
Elections Saskatchewan's provincial election management system, known as ESPREE, has been enhanced to include functionality and features requested by members of the field leadership team following the 27th General Election.

A new staff payment module has been introduced within the ESPREE system. This module will allow for decentralized time and expense data entry directly into ESPREE by election officials across all 61 constituencies. This will make the field payroll process much more efficient as all time and expenses will be entered and approved directly in ESPREE instead of on paper timesheets, which required data entry by Elections Saskatchewan head office staff.

With an eye to introducing greater efficiencies and better serving the province's political parties and candidates, Elections Saskatchewan is also developing a web-based financial filing software application that will allow political parties to track political finance contributions and expenses, as well as electronically submit their financial reports according to statutory requirements and timeframes. This application will be introduced for use at the 28th General Election.

Geographic Information System Tools

Through a pilot project in 2014-15, Elections Saskatchewan assessed the use of web-based Geographic Information System (GIS) tools for reviewing proposed polling division boundaries. When the pilot project proved successful, returning officers were trained to use GIS tools to determine the new polling division boundaries and assess where voting locations should be established for the general election.



Polling divisions have been identified and mapped for each of Saskatchewan's 61 new constituencies, as illustrated in this example of the town of Nipawin in the Carrot River Valley. All maps are available on Elections Saskatchewan's website.

PARTNERING TO DELIVER ELECTORAL EVENTS AND SERVICES

Strategic Goal #5: Partner and collaborate with other organizations to enhance effectiveness in the delivery of electoral events and services.

Developing collaborative relationships with other electoral stakeholders is central to Elections Saskatchewan's fulfillment of its mandate. Through collaboration it is able to more effectively sustain democratic practices while attaining efficiencies that help to reduce the costs of delivering electoral events.

Gordon Barnhart, Interim President and Vice Chancellor of the University of Saskatchewan, participates in launching the *Your Voice Matters* program at the Diefenbaker Canada Centre in September 2014.

In 2013-14, Elections Saskatchewan reached out to electoral stakeholders across the province and country, seeking ways to build relationships that would offer opportunities to gain efficiencies, mitigate risks, and make substantial improvements in implementing electoral processes.

In 2014-15, the institution continued its collaboration with existing partners and built new relationships with organizations responsible for conducting elections at the local level in the province.

Partnering with the Diefenbaker Canada Centre to Deliver *Your Voice Matters*

In 2013-14 Elections Saskatchewan and the Diefenbaker Canada Centre (DCC) in Saskatoon formed a partnership to generate improved electoral awareness among youth. The partnership, through which the DCC creates and delivers age-specific programming for students in grades 4 through 8, was formed to address alarming statistics on the decline of electoral participation in Saskatchewan and the rest of Canada. Creating greater awareness of democracy and voting in the next generation of voters is one of the best strategies for reversing declining voter turnout.

According to Elections Canada:

- Less than 39 percent of youth aged 18 to 24 voted in the 2011 federal election.
- Young electors who do not vote are much less likely to start voting as they grow older.

> "Programs like *Your Voice Matters* play a crucial role in underlining the importance of democratic institutions and policies to young Canadians—the voters of tomorrow."
>
> –Dr. Gordon Barnhart, Interim President and Vice-Chancellor, University of Saskatchewan

In 2014-15, in collaboration with Elections Saskatchewan, the DCC developed and delivered the *Your Voice Matters* program to students across the province. This free, curriculum-based educational program is made up of four learning modules:

- *Your Province, Your Power.* In this module students explore the structure of Saskatchewan's government, examine the distinctive role of the Crown and the Lieutenant Governor, discuss the process by which a bill becomes law, examine the function of the courts, and create their own mock legislation.
- *Get Involved.* This module highlights how crucial informed citizenship is and how individuals can influence the policy changes that affect their everyday lives. Students discuss various organizations—e.g., political parties, service clubs, non-governmental organizations (NGOs), non-profits—and the importance of citizen participation in these groups.
- *Reasoning out Responsibility.* In this module, students discuss federalism, including the historical reasons and contemporary implications of the delegation of powers between the federal and provincial governments. Using a Supreme Court case study, they also debate jurisdiction.
- *Raise your Voices.* In this final module, students explore the principles and terminologies associated with elections, examine the electoral process and key events in Saskatchewan's political history, and review the history of the vote in Saskatchewan. They then form groups to create political parties and select key issues. The module concludes with the students presenting their platform speeches and conducting a mock election.

The full-day *Your Voice Matters* program for grades 7 and 8 includes all four modules; the half-day program for grades 4, 5, and 6 includes two: *Your Province, Your Power* and *Raise Your Voices.*

"I learned lots about Canada's government," said Grade 8 student, Will M. "I also learned about the ways we vote and how we need youth to vote and make a difference."

"I am thrilled to see the youth of Canada, Saskatchewan, and indeed our city of Saskatoon, becoming engaged with politics," said Interim President and Vice-Chancellor of the University of Saskatchewan, Gordon Barnhart. "Becoming involved in civil society and politics is critical to a strong and healthy democratic society. Programs like *Your Voice Matters* play a crucial role in underlining the importance of democratic institutions and policies to young Canadians—the voters of tomorrow."

Dr. Borda with students at the inaugural session of *Your Voice Matters.*

"The Diefenbaker Canada Centre is delighted to partner with Elections Saskatchewan in promoting democratic and civic engagement to the province's youth," said Terresa Ann DeMong, Manager, Diefenbaker Canada Centre. "The DCC is uniquely equipped to develop and deliver *Your Voice Matters*, taking knowledge and passion out to classrooms across the province. An integral part of the DCC's mandate is to celebrate citizenship and leadership; this program will work to ensure the next generation of leaders has the skills and confidence to change their world."

Celebrating Democracy Week, September 15 to 22

Elections Saskatchewan is an active partner of the Johnson-Shoyama Graduate School of Public Policy (JSGS), with Dr. Michael Boda, Chief Electoral Officer, serving as a non-stipendiary policy fellow at the JSGS. For the second year in a row, Dr. Boda celebrated Democracy Week by participating in a JSGS-sponsored panel discussion in the Diefenbaker Canada Centre on the University of Saskatchewan campus. The theme of the discussion on September 19, 2014, was: "Democracy: Own It?"

Joining Dr. Boda on the panel were:

- Dr. Michael Atkinson, Executive Director, Johnson-Shoyama Graduate School of Public Policy and Diefenbaker Canada Centre (moderator);
- Tina Beaudry-Mellor, Sessional Instructor, University of Regina; Chair of Equal Voice, Saskatchewan Chapter;
- Dr. John Courtney, Senior Policy Fellow, Johnson-Shoyama Graduate School of Public Policy; and
- Betty-Ann Adam, Reporter, Saskatoon StarPhoenix.

Dr. Boda joined a panel discussion during Democracy Week.

The panel and audience debated issues such as encouraging young people to get more involved in the democratic process, the role of the media, and changes in Canada's political culture as they addressed the night's central question, "How can Canadians claim ownership of our democratic process?"

"Events like this panel discussion are essential to promoting democracy in our province, and it was great to see so many young people come out to participate," said Dr. Boda. "Youth are an important part of the democratic process. I was impressed with the thoughtful questions from the audience. It was an engaged group."

The United Nations has observed Democracy Day since 2007, and for the past four years, Canada's Democracy Week has connected Canadians in communities across the country with activities that celebrate our democratic values and traditions.

For more information about Canada's Democracy Week, visit www.democracy-democratie.ca.

Reaching Out to Registered Political Parties and Candidates

Registered political parties and candidates are key to a healthy democracy and a significant stakeholder in Saskatchewan's electoral processes.

In June 2014, Elections Saskatchewan hosted its annual Registered Political Parties Advisory Committee meeting. All six of the province's registered political parties sent representatives to participate. They discussed communications, public engagement, and social media with Joe Wozny, the CEO of Concentric, and elections, political parties, and the media with Dale Eisler, Senior Policy Fellow, Johnson Shoyama Graduate School of Public Policy. Dr. Boda also gave them an update on the then recently passed amendments to the province's electoral legislation and Elections Saskatchewan's strategic plan.

In January 2015, Elections Saskatchewan met with the province's registered political parties to debrief them on the constituency of Lloydminster by-election.

As Elections Saskatchewan reached out to the province's political parties and candidates, it learned they too want to leverage technology and do more business online—to update party information, file annual returns, and perhaps even manage the candidate nomination process using web-based tools. They also expressed a need for better documentation to help them fulfill their financial statutory obligations.

Throughout the 2014-15 fiscal year, Elections Saskatchewan responded by prototyping and testing a web-based financial filing software application that—once it is fully operational—will allow political parties to track political finance contributions and expenses and electronically submit their financial reports according to statutory requirements and timeframes. Adhering to plain language guidelines and best practices for documentation, the institution also rewrote and redesigned all eight of its financial user guides for political parties, candidates, and their auditors.

Elections Saskatchewan hosted its annual Registered Political Parties Advisory Committee meeting in June 2014.

> "This is a monumental day for Saskatchewan. We genuinely appreciate the cooperation of Elections Canada in establishing this agreement."
>
> - Dr. Michael Boda, Chief Electoral Officer

Sharing Warehouse Space with the City of Regina

In 2014-15, Elections Saskatchewan established a partnership with the City of Regina to share warehouse costs and space. The partnership affords Elections Saskatchewan some much-needed space to store election materials for the upcoming 28th General Election.

Signing an Information Sharing Agreement with Elections Canada

On September 8, 2014, Elections Saskatchewan signed a historic agreement with Elections Canada and took the first step to building the province's new permanent register of voters. Information from Elections Canada will be used to establish the foundation for Elections Saskatchewan's register of voters, which must be built in advance of the 28th General Election.

Voter registration is key to the integrity of the electoral process. It is what ensures that only those who are eligible are permitted to vote. Elections Saskatchewan's information sharing agreement with Elections Canada formalizes the secure transfer of an elector's personal information between the two election management bodies. Both election management bodies will use this information to efficiently update and maintain their permanent registers of electors. With a permanent register in place, Elections Saskatchewan will be able to generate a voters list before each provincial election or by-election without having to rely on a more costly and less complete door-to-door enumeration approach. Access to the National Register of Electors enabled by the information sharing agreement will contribute significantly to this effort.

"This is a monumental day for Saskatchewan," said Dr. Boda. "We genuinely appreciate the cooperation of Elections Canada in establishing this agreement. Without a doubt, this relationship will greatly enhance Saskatchewan's capacity to maintain a provincial-level register of voters containing the most current and accurate voter information we can have. It will contribute directly to improved delivery of an election."

The information sharing agreement will remain in place until September 30, 2021.

The National Register of Electors was created in 1997. It is a permanent, continually updated database of Canadians who are qualified to vote in federal elections and referendums. The register is continually updated with data received from Revenue Canada and Citizenship and Immigration Canada and from provincial and territorial motor vehicle and vital statistics registrars.

Elections Canada has data-sharing agreements with electoral agencies at the provincial, territorial, and municipal levels. Sharing the register's data with other electoral management bodies reduces costs for all Canadian taxpayers. Each information sharing agreement protects the personal information of electors by limiting the information that may be shared or disclosed.

Information will be shared between Elections Saskatchewan and Elections Canada using SFTP (secure file transfer protocol) services on a secure FTP site. The security of information includes the use of encryption safeguards including key and password requirements.

Both Elections Saskatchewan and Elections Canada have agreed to keep an up-to-date record of the names of all persons who are provided access to personal information transferred via the secure FTP site.

The agreement includes security compliance monitoring, privacy assurance declarations, and the ability for either organization to perform compliance audits on their partner's register management procedures.

INCREASING ACCESSIBILITY AND PUBLIC AWARENESS

Strategic Goal #6: Increase accessibility, public awareness, and knowledge of the electoral process.

Electoral best practice requires every election management body to purposefully engage the public and meet its needs and expectations for better information and services, better voting opportunities, higher levels of security and privacy protection, and improved accessibility services with greater accommodation at the polls.

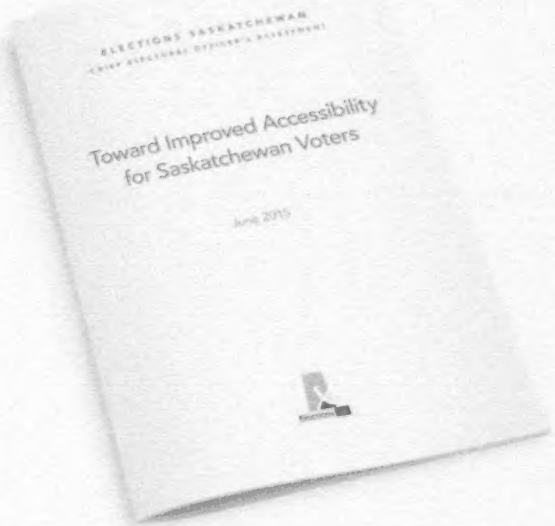
Working to Make Voting More Accessible

The rules governing provincial elections have been developed and tested over many decades. They are designed primarily to produce fair elections, free of abuse and fraud, with results that everyone will regard as legitimate. These rules are important, but the way they are implemented can result in barriers to participation for people with disabilities.

Before the 27th General Election in November 2011, Elections Saskatchewan made several changes in order to offer better access to voting in the coming election. These changes included:

- Ramps and mats were installed in polling sites;
- The colour of directional signs was changed to yellow making them easier to read;
- Polls were staffed with additional information officers to provide directions and assistance to voters;
- Deputy returning officers were provided training on how to accommodate for disabilities;
- Information about the accessibility of polls was included on voter information cards;
- Absentee voting kits were sent to a number of groups to inform them of this option for voting;
- A leaflet and poster about voting options were developed, specifically focusing on people with disabilities;
- Supplementary lighting was installed in the voting booths; and
- Grips were added to the pencils used in the voting booths.

Despite these improvements, Saskatchewan scored poorly compared with other jurisdictions in the area of accessibility in a review Elections Canada conducted in 2012.[4]



[4] Michael Prince, *Electoral Participation of Electors with Disabilities: Canadian Practices in a Comparative Context* (Elections Canada, 2012).

As part of its strategic plan, Elections Saskatchewan committed to improving the accessibility of the electoral process in Saskatchewan. Using the guiding principles of the United Nations Convention on the Rights of Persons with Disabilities, the institution took action to address the gaps Elections Canada identified and to bring the electoral process into line with national and international best practice.

In 2013, Elections Saskatchewan partnered with the International Foundation for Electoral Systems (IFES) and the Johnson-Shoyama Graduate School of Public Policy (JSGS) to identify issues important to seniors and voters with disabilities; together the two organizations consulted more than 200 groups representing seniors and people with disabilities.

In the Chief Electoral Officer Assessment *Toward an Improved Legislative Framework for Elections in Saskatchewan – Step One: Recommended Amendments for Saskatchewan's 28th General Election* released in December 2013, Dr. Boda recommended a number of changes related to accessibility be implemented in advance of the provincial 28th General Election.

When *The Election Amendment Act, 2014* was proclaimed into law in December 2014—following significant collaboration between both government and opposition—Elections Saskatchewan prepared an *Accessibility Implementation Plan* for Saskatchewan's 28th General Election.

For the 28th General Election:

- Voters with disabilities will have more voting options available to them, including:
  - Homebound voting;
  - Advance poll voting;
  - Voting at a mobile poll, hospital poll, or remand centre poll; and
  - Absentee voting (voting by mail).
- Polling places will be more accessible.
  - Returning officers have been trained to assess the accessibility of prospective polling locations and, whenever possible, to set up their polling locations to meet the needs of voters with disabilities.
  - Every polling place will have a trained information officer ready to provide directions and assistance to all voters, including voters with disabilities, when they arrive.
  - Polling day officials will have a supply of temporary disabled parking signs to be used as required at polling places.
  - Polling places will be equipped with temporary lamps that may be used to provide supplementary lighting in the voting booths.
- In instances where a polling place cannot be made accessible, voters will be given other voting options; for example, curb side voting. Additional information officers will be provided as required to support voters at these locations.
- Accommodations will be made at polling places:
  - All election workers will be trained to facilitate voting for persons with disabilities.
  - Voters with disabilities may have a friend assist them at the polls.
  - Deputy returning officers will be allowed to assist voters with disabilities—inside and outside the voting booth. They will also be allowed to deposit a voter's ballot into the ballot box.
  - High-contrast directional signs will be posted at all voting locations.
  - All polling places will be equipped with pencil grips, magnifiers, and a Braille ballot template.

Elections Saskatchewan is being mindful of the needs of voters with disabilities as it prepares voter information that will be distributed and communicated during the 28th General Election.

Creating Educational Materials

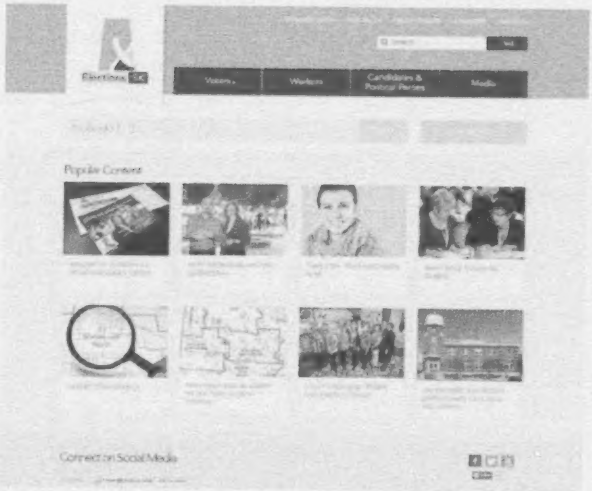
During 2014-15, Elections Saskatchewan created engaging, general audience educational materials regarding voter registration, voting, and the rights of candidacy, along with information related to the electoral processes and schedules. These materials are being made available in multiple formats and languages so as to increase accessibility for both voters and potential candidates for office.

Education and awareness videos were produced in 2014-15 and are available on the Elections Saskatchewan YouTube page.

Building a New Website

As the province entered the one-year pre-election window, Elections Saskatchewan's senior management team was acutely aware of people's changing expectations with respect to web-based interactive information platforms. The institution's old website had been active since well before the last provincial general election and no longer met modern expectations.

Modern election management bodies are positioning their websites to become the very centre of communications—as a place where all stakeholders can receive information and offer feedback to the body responsible for conducting elections. Elections Saskatchewan agrees with this communications strategy. "We need our website to make it easy for everyone to read the content, navigate through the pages and links, and quickly find the information they're looking for, whether they're using a smartphone, tablet, or desktop system," said Dr. Michael Boda, Saskatchewan's Chief Electoral Officer.



In preparation for the coming 28th General Election, Elections Saskatchewan launched a new website on August 18, 2014. Designed with the institution's key stakeholders in mind—voters, candidates and parties, employees, and media—the website reflects a new brand and offers a modern, responsive, and mobile device-friendly interface.

The website meets the latest web content accessibility guidelines from the World Wide Web Consortium, offers up-to-date, clear, searchable content, and has the capacity to meet the needs of voters and candidates throughout the election cycle, particularly at peak times during the election writ period.

In addition, Elections Saskatchewan's social media presence, specifically Twitter and Facebook, was refreshed to reflect the new Elections Saskatchewan brand when the website was launched.

MEASURING STRATEGIC PLAN PERFORMANCE

Completed in 2013-14, Elections Saskatchewan's strategic plan represented a new way of thinking, developing, documenting, and delivering on the institution's mandate.

The plan:

- Describes the values on which the institution operates;
- Identifies the stakeholders the institution serves;
- Outlines the new vision and role and mission for the institution; and
- Sets out the six strategic goals and 24 supporting objectives that serve as the basis of the institution's master work plan.

In developing Elections Saskatchewan's strategic plan, the members of the leadership team also developed annual performance measures that would be used to track the institution's progress toward its six strategic goals and committed to reporting actual results in the institution's annual reports.

The following pages provide the results of the first year of performance measurements. Also included are the measures that will be taken during the final two years of the current strategic plan's life cycle.

2014-15 Performance Measures and Results

Strategic Goal	2014-15 Performance Measure	Results
Attract and retain a competent, inclusive, and performance-focused Elections Saskatchewan team.	Head office attrition rate of less than 16% (2 persons); field leadership team attrition rate of less than 8% (10 persons).	Achieved for the head office. No staff members left their positions during the fiscal year. Not achieved for the field leadership team. Eleven field managers (of 131 total) resigned their posts in 2014-15. Opportunities to obtain full-time work, uncertainly with regard to the election date, lower compensation rates compared to equivalent federal positions, and individual health concerns were the leading reasons for resignation.
Continuously improve electoral management and build institutional capacity through disciplined planning and applied best practice.	Project planning documentation created, reviewed and management approved for all delivery projects defined in the 2014-2016 Master Work Plan.	Achieved. Twenty-nine projects were defined, documented, and approved by the management team. Each project was scheduled with deliverable dates and provided an appropriate budget for implementation.
Facilitate the modernization of Saskatchewan's electoral legislative framework.	Develop implementation and communication plans regarding legislative changes to *The Election Act, 1996* enacted by the Legislative Assembly in response to electoral reform recommendations made.	Achieved. Implementation plans were finalized after Royal Assent was given to Bill 139, An Act to amend *The Election Act, 1996* and to make a consequential amendment to *The Residential Tenancies Act, 2006*. Affected stakeholders were informed immediately, and broader-based public messaging is planned for the 28th General Election.
Innovate and improve services by leveraging technology.	Use computerized statistical modeling and geographic analysis to establish areas where voter registration coverage was weakest in the 2011 door-to-door enumeration (during which only 71.5% of eligible voters were registered province-wide) and develop methods for improved, uniform coverage during the 2015 enumeration.	Achieved. Detailed analysis led to the selection of a new enumeration methodology for the final province-wide enumeration, which is required to provide the data foundation for the newly legislated permanent register of voters.

2014-15 Performance Measures and Results (continued)

Strategic Goal	2014-15 Performance Measure	Results
Partner and collaborate with other organizations to enhance effectiveness in the delivery of electoral events and services.	Develop and implement a formal partnership agreement on information sharing with Elections Canada, should recommended legislative reforms be adopted.	Achieved. A formal Information Sharing Agreement was negotiated and signed by the Chief Electoral Officers of Canada and Saskatchewan in September 2014. This paved the way for implementing an innovative, confirmation-based approach to enumeration.
Increase accessibility, public awareness, and knowledge of the electoral process.	Follow-up on structured discussions held with the leadership of major disabilities organizations in the province leads to clearly defined voting opportunity enhancements that improve voting accessibility for disabled citizens of Saskatchewan during the 28th General Election.	Achieved. Recommendations made by the Chief Electoral Officer to permit homebound voting were accepted and formally passed into law in December 2014. Implementation plans and supporting procedures were developed during the remainder of the fiscal year. In addition, numerous other election procedures were redesigned to allow persons with disabilities to more easily cast a ballot at regular polling stations.

Performance Measures for the Remainder of the Strategic Plan 2014-2016

Goal #1		Performance Measure
Attract and retain a competent, inclusive, and performance-focused Elections Saskatchewan team.	2015-16	Head office attrition rate of less than 8% (1 person); field leadership team attrition rate of less than 4% (5 persons).
	2016-17	Head office attrition rate of less than 32% (4 persons); field leadership team attrition rate no longer applicable (these term positions end after each election).

Goal #2		Performance Measure
Continuously improve electoral management and build institutional capacity through disciplined planning and applied best practice.	2015-16	Create and implement project management structure that provides regular reporting used to monitor project progress and allow management intervention as necessary.
	2016-17	75% of 28th cycle electoral projects are reframed or updated for the 29th cycle and take advantage of knowledge gained and lessons learned.

Goal #3		Performance Measure
Facilitate the modernization of Saskatchewan's electoral legislative framework.	2015-16	Identify a structure of general legislative features required in a "model" framework of electoral law for Saskatchewan and define a plan by which legislative content will be identified through a process of collaboration with stakeholders.
	2016-17	Based on post-election stakeholder engagement and feedback processes, populate the model electoral law framework with specific features needed to modernize Saskatchewan's provincial electoral process.

Goal #4		Performance Measure
Innovate and improve services by leveraging technology.	2015-16	Enumerate 90% of all eligible Saskatchewan voters in 2015.
	2016-17	Ensure all registrations taken during the enumeration and election period (list revision and registrations at the time of voting) are collected into a well-designed computer repository able to provide a solid basis for a continuously maintained voter registry, should legislation be adopted to change public policy on voter registration.

Goal #5		Performance Measure
Partner and collaborate with other organizations to enhance effectiveness in the delivery of electoral events and services.	2015-16	Develop and implement formal partnership agreements with three Saskatchewan-based organizations to improve election period staffing and the provision of voter services.
	2016-17	80% of temporary election staff indicate they are willing to serve in a support role during a subsequent election at the municipal or federal level, and agree that their contact information can be shared for this purpose.

Goal #6		Performance Measure
Increase accessibility, public awareness, and knowledge of the electoral process.	2015-16	Targeted advertising and public education efforts focused on voting opportunities and accessibility to provincial voter registration and voting procedures helps end a two-decade trend of declining voting participation at successive provincial elections.
	2016-17	Statistically reliable post-election survey analysis indicates that 90% of Saskatchewan residents eligible to vote were aware of opportunities available to them for registration and voting participation.

FINANCIAL SUMMARY

The work of an election management body differs fundamentally from that of most other public service organizations in that it operates on a four-year electoral cycle, rather than an annual cycle. As such, it incurs costs associated with the ongoing operations of the institution and costs associated with the delivery of electoral events that happen either on a schedule set out in statute (i.e., general elections and boundary redistributions) or on-demand (i.e., by-elections and referenda).

Elections Saskatchewan's FY2014-15 budget estimates distinguish between these on-going administration costs and event-related costs. In most instances, the former expenditures will remain relatively constant over time while the latter costs will fluctuate and peak in the 12-month period immediately following a general election.

The relocation of Elections Saskatchewan's head office from 1702 Park Street to 3303 Hillsdale Street was budgeted for and tracked as a project separate from administrative and event-related costs. In the future, on-going administration costs will increase as a result of this relocation.

For FY2014-15, Elections Saskatchewan's event-related expenditures were focused on three electoral event components: Boundary Redistribution, 2015 General Election enumeration, and the 2015 General Election. The event budget was developed by creating detailed plans for what the institution must achieve by the end of the fiscal year, grouping the activities into the three electoral components, and then determining resource requirements for each activity and their associated costs.

The Lloydminster by-election was an on-demand event and costs were not included in the financial plan. A budget was developed when the event was called and supplementary funding was provided to the institution.

The complete financial report begins in Appendix A on page 40. A summary of Elections Saskatchewan's expenditures for FY2014-15 is set out below:

Total Expenditures versus Budget

Total Expenditures, Fiscal Year 2014-15		
	Budget	Actual
Administration and Event	$4,605,000	$4,582,540
Head Office Relocation	$792,000	$791,812
Lloydminster By-Election	$385,000	$385,973
Total	$5,782,000	$5,760,325

APPENDICES

A. Elections Saskatchewan Financial Statements 2014-15
B. Registered Political Parties
C. Annual Financial Reporting by Political Parties
D. Saskatchewan's Political Contributions Tax Credit System
E. Annual Tax Credit Reporting

Elections SK

Management's Responsibility for the Financial Statements

The accompanying financial statements are the responsibility of the Office of the Chief Electoral Officer (the Office). They have been prepared in accordance with Canadian public sector accounting standards.

The Office maintains appropriate systems of internal control, including policies and procedures, which provide reasonable assurance that the Office's assets are safeguarded and that financial records are relevant and reliable.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. That examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures that allow the Provincial Auditor to report on the fairness of the financial statements.

Michael D. Boda, D. Phil. Ph.D.
Chief Electoral Officer
Province of Saskatchewan

Jennifer Colin, CMA, CIA
Deputy CEO, Corporate Services &
Electoral Finance

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PROVINCIAL AUDITOR
of Saskatchewan

INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

I have audited the accompanying financial statements of the Office of the Chief Electoral Officer, which comprise the statement of financial position as at March 31, 2015, and the statements of operations and accumulated surplus, change in net debt, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Office of the Chief Electoral Officer as at March 31, 2015, and the results of its operations, changes in its net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Judy Ferguson

Regina, Saskatchewan
July 15, 2015

Judy Ferguson, FCPA, FCA
Provincial Auditor

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| www.auditor.sk.ca

APPENDIX A: ELECTIONS SASKATCHEWAN FINANCIAL STATEMENTS 2014-15
STATEMENT 1: FINANCIAL POSITION AS AT MARCH 31

	2015	2014
Financial Assets		
Due from the General Revenue Fund	$ 830,981	$ 731,916
Salary Overpayment for Lloydminster By-Election	837	—
	831,818	731,916
Liabilities		
Accounts payable	768,548	687,766
Accrued Employee Costs	63,270	44,150
	831,818	731,916
Net Debt	—	—
Non-financial Assets		
Tangible Capital Assets (Note 3 and 4)	884,870	147,203
Prepaid Expense	17,500	—
	902,370	147,203
Accumulated Surplus (Statement 2)	$ 902,370	$ 147,203

STATEMENT 2: OPERATIONS AND ACCUMULATED SURPLUS FOR THE YEAR ENDED MARCH 31

	2015		2014
	Budget	Actual	Actual
Revenue			
General Revenue Fund	$ 5,394,500	$ 5,790,342	$ 3,617,219
Miscellaneous Income	2,500	4,927	3,701
Total Revenue	5,397,000	5,795,269	3,620,920
Expenses			
Operating:			
Personal Services	1,408,511	1,427,046	958,559
General Contractual Services	1,459,384	866,599	1,099,738
Office Rent and Utilities	339,000	183,899	157,864
Communications and Advertising	32,134	51,785	119,497
Travel and Business	92,932	44,702	57,558
Supplies and Services	64,081	55,935	47,917
Equipment	74,100	274,663	170,543
Amortization	19,015	217,890	65,478
Total Operating Expense	3,489,157	3,122,519	2,677,154
Events:			
2015 General Election Costs (Schedule 1)	1,482,842	1,183,636	694,460
Boundary Redistribution (Schedule 2)	425,001	347,974	275,458
2014 Lloydminster By-Election (Note 10) (Schedule 3)	---	385,973	---
2011 General Election Costs (Schedule 4)	---	---	5,937
Total Events Expense	1,907,843	1,917,583	975,855
TOTAL EXPENSES	5,397,000	5,040,102	3,653,009
Operating (Deficit) Surplus	$ ---	755,167	(32,089)
Accumulated Surplus, beginning of year		147,203	179,292
Accumulated Surplus, end of year (Statement 1)		$ 902,370	$ 147,203

STATEMENT 3: CHANGE IN NET DEBT FOR THE YEAR ENDED MARCH 31

	2015	2014
Operating Surplus (Deficit)	$ 755,167	$ (32,089)
Acquisition of tangible capital assets	(955,557)	(33,389)
Amortization of tangible capital assets	217,890	65,478
Prepaid Expense	(17,500)	—
(Decrease) Increase in Net Debt	(755,167)	32,089
Net debt, beginning of year	—	—
Net debt, end of year	$ —	$ —

STATEMENT 4: CASH FLOWS FOR THE YEAR ENDED MARCH 31

	2015	2014
Cash from (used in) operating activities:		
General Revenue Fund appropriation received	$ 5,695,367	$ 3,212,055
Salaries Paid	(1,895,240)	(1,347,477)
Supplies and other expenses paid	(2,827,070)	(1,831,189)
Cash from (used in) operating activities	973,057	33,389
Cash (used in) from capital activities:		
Purchase of tangible capital assets	(955,557)	(33,389)
Prepaid Expenses	(17,500)	—
Cash (used in) from capital activities	(973,057)	(33,389)
Increase (Decrease) in cash and cash equivalents	—	—
Cash and cash equivalents, beginning of the year	—	—
Cash and cash equivalents, end of the year	$ —	$ —

NOTES TO THE FINANCIAL STATEMENTS MARCH 31, 2015

1. Authority and Purpose

The Chief Electoral Officer is an officer of the Legislative Assembly and is appointed by resolution of the Assembly. The mandate of the Office of the Chief Electoral Officer (Office) is to administer provincial elections, enumerations and provincial election finances under *The Election Act, 1996*. The Office maintains the province's political contributions tax credit disclosure regime under *The Political Contributions Tax Credit Act*, and administers referenda, plebiscites and time votes according to *The Referendum and Plebiscite Act* and *The Time Act*. The net cost of the operations of the Office is borne by the General Revenue Fund of the Province of Saskatchewan.

2. Summary of Accounting Policies

These financial statements are prepared in accordance with Canadian public sector accounting standards. These statements do not include a Statement of Remeasurement Gains and Losses as the Office has no activities that give rise to remeasurement gains or losses. As a result, its accumulated surplus is the same as its accumulated operating surplus.

The following polices are considered significant:

(a) Reporting Entity – The reporting entity is the Office of the Chief Electoral Officer, for which the Chief Electoral Officer is responsible.

(b) Revenue – The Office receives statutory appropriations from the General Revenue Fund to carry out its work. General Revenue Fund appropriations are included in revenue when amounts are spent or committed.

(c) Tangible Capital Assets – Tangible capital assets are reported at cost less accumulated amortization. All capital assets are amortized on a straight-line basis over a life of three to ten years. Work in progress (WIP) is not amortized until completed and placed in service for use.

(d) Accrued Employee Costs – Accrued employee costs include the salary, vacation, and severance owed to staff of the Office at year end.

(e) Application of New Accounting Standards – PS3260 Liability for Contaminated Sites came into effect for years beginning on or after April 1, 2014. This standard establishes how to account for and report a liability associated with the remediation of contaminated sites. The application of this standard had no effect on the financial statements of the Office.

3. Capital Asset Threshold

The financial statements have been prepared on the basis of the adoption of new capital asset thresholds. The Office has voluntarily changed its capitalization thresholds to be consistent with the Government of Saskatchewan's capital asset thresholds outlined in Schedule B of Section 2150 in the Financial Administration Manual. This change was adopted to be consistent with other General Revenue Fund-funded entities and has not been applied retroactively. For 2014-15, this change resulted in fewer assets being capitalized and more goods being expensed in full.

4. Tangible Capital Assets

The recognition and measurement of tangible capital assets is based on their service potential. These assets will not provide resources to discharge liabilities of the Office.

Notes to the Financial Statements March 31, 2014 (Continued)

Table 1 – Tangible Capital Assets

	2015							2014
	Hardware & Software	Machinery & Equipment	Office Equipment	Furniture & Building Improvements	System Development	WIP (Permanent Voter Registry)	Total	Total
Cost:								
Beginning Of Year	$223,256	-	$57,386	$88,950	$289,467	-	$659,059	$625,670
Additions	-	28,270	-	650,726	-	276,561	$955,557	33,389
Disposals	-	-	-	-	-	-	$0	-
End Of Year	223,256	28,270	57,386	739,676	289,467	276,561	1,614,616	659,059
Accumulated Amortization:								
Beginning Of Year	217,116	-	30,927	66,511	197,302	-	$511,856	446,378
Annual Amortization	6,140	2,827	6,846	173,130	28,947	-	$217,890	65,478
End Of Year	223,256	2,827	37,773	239,641	226,249	-	$729,746	511,856
Net Book Value, End Of Year	$0	$25,443	$19,613	$500,035	$63,218	$276,561	884,870	$147,203

5. Contractual Obligations (Operating Lease)

Payments under operating leases on property over the next five years are as follows:

2015/16	$105,000
2016/17	105,000
2017/18	105,000
2018/19	105,000
2019/20	108,750
Thereafter	547,500

6. Lapsing of Appropriation

The Office follows *The Financial Administration Act, 1993* with regards to its spending. If the Office spends less than its appropriation by March 31, the difference is not available to acquire goods and services in the next fiscal year.

7. Pension Plan

The Office participates in a defined contribution pension plan for the benefit of its employees. The Office's financial obligation of the plan is limited to making payments of 7.5% of employees' salaries for current service.

8. Costs Borne by Third Party Agencies

The Office has not been charged with certain administrative costs and employee benefit costs. These costs are borne by the Legislative Assembly and the Ministry of Finance. No provision for these costs has been made in these statements.

9. Financial Instruments

The Office's financial instruments include Due from the General Revenue Fund, Salary Overpayment for the Lloydminster By-election, Accounts payable, and Accrued employee costs. The carrying amount of these instruments approximates fair value due to their immediate or short-term maturity. These instruments have no significant interest rate or credit risk.

10. 2014 Lloydminster By-Election Costs

These statements are prepared in conformity with Canadian public sector accounting standards. These principles require management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the period. Actual results could differ from those estimates. Differences are reflected in current year operations when identified.

SCHEDULE 1: 2015 GENERAL ELECTION COSTS

2015 General Election	2015 Budget	2015 Actual	2014 Actual
Personal Services	$ 160,682	$ 150,065	$ 187,682
General Contractual Services	1,214,528	639,391	333,810
Communications and Advertising	48,000	181,922	107,418
Travel and Business	59,632	19,660	25,598
Supplies and Services	---	1,188	703
Equipment	---	191,410	39,249
Amortization	---	---	---
Total Event Expenses (Statement 2)	$ 1,482,842	$ 1,183,636	$ 694,460

SCHEDULE 2: BOUNDARY REDISTRIBUTION COSTS

Boundary Redistribution	2015 Budget	2015 Actual	2014 Actual
Personal Services	$ 322,899	$ 263,517	$ 82,631
General Contractual Services	40,000	39,022	98,469
Communications and Advertising	10,000	11,670	46,807
Travel and Business	12,102	15,215	9,499
Supplies and Services	---	136	100
Equipment	40,000	18,414	37,952
Amortization	---	---	---
Total Event Expenses (Statement 2)	$ 425,001	$ 347,974	$ 275,458

SCHEDULE 3: LLOYDMINSTER BY-ELECTION

2014 Lloydminster By-election	2015 Budget	2015 Actual	2014 Actual
Personal Services	$ 81,677	$ 73,732	$ ---
General Contractual Services	82,535	106,804	---
Communications and Advertising	106,000	60,719	---
Travel and Business	10,600	35,596	---
Supplies and Services	2,600	7,317	---
Equipment	---	---	---
Amortization	---	---	---
Reimbursement of Election Expenses	101,750	101,805	---
Total Event Expenses (Statement 2)	$ 385,162	$ 385,973	$ ---

SCHEDULE 4: 2011 GENERAL ELECTION COSTS

2011 General Election Costs	2015 Budget	2015 Actual	2014 Actual
Personal Services	$ ---	$ ---	$ ---
General Contractual Services	---	---	5,937
Communications and Advertising	---	---	---
Travel and Business	---	---	---
Supplies and Services	---	---	---
Equipment	---	---	---
Amortization	---	---	---
Reimbursement of Election Expenses	---	---	---
Total Event Expenses (Statement 2)	$ ---	$ ---	$ 5,937

APPENDIX B: REGISTERED POLITICAL PARTIES

As of March 31, 2015, six political parties were registered in Saskatchewan. Their names, abbreviations, leaders, and chief official agents are recorded in the Register of Political Parties as described in the following table.

REGISTERED POLITICAL PARTIES

Party Name	Party Abbreviation	Party Leader	Chief Official Agent	Website
Green Party of Saskatchewan	Green Party	Victor Lau	David Abbey	www.saskgreen.ca
New Democratic Party, Saskatchewan Section	New Democratic Party (NDP)	Cam Broten	Frank Quennell	www.saskndp.ca
Progressive Conservative Party of Saskatchewan	P.C. Party of Saskatchewan	Rick Swenson	Horizons Publishing & Printing Co. Ltd (Grant Schmidt)	www.pcsask.ca
Saskatchewan Liberal Association	Saskatchewan Liberal Party	Darrin Lamoureux	Gerald Hiebert	www.saskliberals.ca
Saskatchewan Party	Saskatchewan Party	Brad Wall	The Saskatchewan Party Fund Inc. (Patrick Bundrock)	www.saskparty.com
Western Independence Party of Saskatchewan (WIP)	Western Independence Party (WIP)	Frank Serfas	Neil Fenske	www.wipsk.com

The Political Party Registration Process

Under Section 224 of *The Election Act, 1996*, a political party may apply to be registered at any time between the day fixed for the return to a writ for a general election and the fifth day after the writ of election is issued.

A registration application must be in the prescribed form, accompanied by a complete and accurate petition for registration. Each petition must be signed by at least 2,500 eligible provincial voters. At least 1,000 of these voters must live in at least 10 different provincial constituencies, with a minimum of 100 voters in each of those constituencies.

Along with its application and petition, a political party must file:

- A written statement declaring that its primary purpose is to field candidates for election as Members of the Legislative Assembly;
- An audited financial statement; and
- Prescribed information regarding the party's leader, senior officers, chief official agent, and auditor.

Once Elections Saskatchewan has reviewed the political party's registration documentation and vetted its application, the Chief Electoral Officer will register the political party and, in accordance with Section 223 of the Election Act, publish its name in *The Saskatchewan Gazette*.

APPENDIX C: ANNUAL FINANCIAL REPORTING BY POLITICAL PARTIES

Under Section 250 of *The Election Act, 1996*, before May 1 each year, the chief official agent of a registered political party must file an audited Fiscal Period Return (Form E-521) detailing the party's financial activities for the preceding calendar year.

All donations of money and commercial value exceeding $250 made during the year by individuals, corporations, trade unions, unincorporated organizations and associations, and any other person or group of persons must be reported on Form E-521. Expenses incurred during an election campaign period are not reported on Form E-521. Under Section 251 of the Election Act, election expenses are reported on an audited Registered Political Party's Return of Election Expenses (Form E-524).

The following table summarizes the contributions received and expenses incurred by each registered political party for the calendar year 2014.

Calendar Year 2014

	Contributions		Expenses			
Registered Political Party	**Total Contributions**	**Cash on Hand**	**Operating Expenses**	**Advertising**	**Other**	**Total**
Green Party of Saskatchewan	12,072.47	7,038.28	7,292.47	79.38	—	7,371.85
New Democratic Party, Saskatchewan Section	895,938.99	1,185,792.70	662,593.23	—	119,827.96	782,421.19
Progressive Conservative Party of Saskatchewan	9,219.00	84,874.77	99,529.34	19,813.38	11,811.35	131,154.07
Saskatchewan Liberal Association	30,764.96	34,505.42	23,628.34	61.37	7,490.72	31,180.43
Saskatchewan Party	2,731,762.00	1,304,428.00	2,370,598.00	170,115.00	682,873.00	3,223,586.00
Western Independence Party of Saskatchewan (WIP)	135.00	317.56	247.90	—	—	247.90

Note: The information reported in this table is from fiscal returns as filed by the registered political party. Fiscal returns are audited by Elections Saskatchewan and are subject to change. Once audited, fiscal returns are posted on the Elections Saskatchewan website and are marked as "FINAL."

APPENDIX D: SASKATCHEWAN'S POLITICAL CONTRIBUTIONS TAX CREDIT SYSTEM

The Political Contributions Tax Credit Act, 2001 (Saskatchewan) (the Tax Credit Act) governs the province's political contributions tax credit system and forms the basis for calculating political contribution tax credits for provincial resident taxpayers under *The Income Tax Act, 2000 (Saskatchewan)* (the Provincial Tax Act).

Saskatchewan's political contributions tax credit system offers provincial resident taxpayers, including individuals and corporations, the opportunity to claim tax credits based on the eligible contributions they made to a registered political party or independent candidate.

Tax receipts issued by registered political parties or independent candidates must comply with the Tax Credit Act to qualify under the Provincial Tax Act. Specifically, registered political parties and independent candidates may receipt contributions from provincial resident taxpayers when those contributions are used to advance the democratic process in Saskatchewan.

Tax Receipts

Under Section 8 of the Tax Credit Act, official income tax receipts are issued by the chief official agent of a registered political party or by the business manager in the case of an independent candidate.

- The chief official agent's name must be recorded in the Register of Political Parties maintained by the Chief Electoral Officer.
- The business manager of an independent candidate is eligible to issue tax receipts only if the returning officer has certified the candidate's nomination under Subsection 48(2) of *The Election Act, 1996*.

Tax receipts may be issued for eligible contributions of $25 or more to a registered political party or independent candidate.

The tax credit available to provincial resident taxpayers is calculated according to the following criteria:

- Where the total eligible contribution is $400 or less, the taxpayer is entitled to claim 75 percent of the total contribution;
- Where the total eligible contribution is more than $400 but not more than $750, the taxpayer is entitled to claim $300 plus 50 percent of the amount by which the total contribution exceeds $400; and
- Where the total eligible contribution is more than $750, the taxpayer is entitled to claim the lesser of $650 or $475 plus 33 percent of the amount by which the total contribution exceeds $750.

APPENDIX E: ANNUAL TAX CREDIT REPORTING

Under Section 13 of *The Political Contributions Tax Credit Act, 2001 (Saskatchewan)* (the Tax Credit Act), on or by the last day of April each year, the chief official agent of a registered political party must file a reconciliation of tax receipts used the preceding calendar year—on an Annual Report of Contributions (Registered Political Party) (Form P-602). The reconciliation details the aggregate amount of contributions receipted; the number of tax receipts issued, spoiled or duplicated; and the number of tax receipts retained (unused).

Under Section 12 of the Tax Credit Act, when an independent candidate participates in the province's political contributions tax credit system, the candidate's business manager must file a reconciliation of tax receipts used during the campaign period and the aggregate amount of contributions receipted—on a Campaign Period Report of Contributions (Independent Candidate) (Form P-606).

The following table summarizes the value of the tax receipts issued by each registered political party for the years 2007 through 2014.

POLITICAL CONTRIBUTIONS RECEIPTED (CALENDAR YEAR 2007–14)

Registered Political Party	Aggregate Receipted Contributions							
	2007	2008	2009	2010	2011	2012	2013	2014
Green Party of Saskatchewan	22,202.82	4,810.00	6,600.21	9,686.00	30,353.10	5,697.00	5,950.76	4,503.09
New Democratic Party, Saskatchewan Section	1,513,128.14	692,250.19	840,413.57	934,275.83	1,039,403.28	788,852.67	924,098.09	816,696.50
Progressive Conservative Party of Saskatchewan	11,850.00	7,870.00	7,055.00	13,274.00	9,922.00	3,810.00	-	8,010.00
Saskatchewan Liberal Association	565,462.37	134,499.49	93,517.49	76,984.18	76,446.33	37,643.52	28,524.96	28,609.96
Saskatchewan Marijuana Party*	5,235.00	3,102.00	5,772.26	1,700.00	-	-	-	-
Saskatchewan Party	4,025,889.26	1,315,381.96	1,533,641.63	2,874,216.35	5,613,676.57	3,052,248.65	2,345,394.27	2,413,357.99
Western Independence Party of Saskatchewan (WIP)	5,059.51	105.00	-	2,000.00	-	460.50	300.00	135.00
Independent	-	-	-	-	-	-	-	-
Total	**$6,148,827.10**	**$2,158,018.64**	**$2,487,000.16**	**$3,912,136.36**	**$6,769,801.28**	**$3,888,712.34**	**$3,304,268.08**	**$3,271,312.54**

*The Saskatchewan Marijuana Party was deregistered effective May 12, 2012.

Note: The political contributions reported as receipted for 2014 in this table are from fiscal returns as filed by the registered political party. Fiscal returns are audited by Elections Saskatchewan and any revisions to the final figures will be reported in subsequent Annual Reports.

Appendix E: Annual Tax Credit Reporting *(Continued)*

The following table presents the aggregate value of the tax receipts issued by all registered political parties for the years 2003 through 2014.

SASKATCHEWAN TAX CREDITS ISSUED FOR POLITICAL CONTRIBUTIONS 2003-2014

Tax Year	
2003	$4,253,132.34
2004	$1,811,834.88
2005	$2,070,248.98
2006	$2,383,382.00
2007	$6,148,827.10
2008	$2,158,018.64
2009	$2,487,000.16
2010	$3,912,136.36
2011	$6,769,801.28
2012	$3,888,712.34
2013	$3,304,268.08
2014	$3,271,312.54
Total Tax Credits Issued	**$42,458,674.70**

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